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Inspections
GUIDE FOR ORGANIZATIONAL INSPECTION PROGRAM (OIP)

Summary. This pamphlet establishes the philosophy, policy, formats, guidance and standardized procedures for the planning, coordination, and execution of the OIP. This pamphlet also contains information and instructions for the completion and submission of the OIP forms, and revises previous checklists.

Applicability. This pamphlet applies to the Engineer School, Military Police School, Chemical School, Maneuver Support Center and Fort Leonard Wood (MANSCEN) Noncommissioned Officers Academy (NCOA), all commanders, directorates, departments, and staff.

Forms. The forms contained in this pamphlet can be locally reproduced and are located at the end of this pamphlet in numerical sequence.

Suggested Improvements. Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through channels to Commander, MANSCEN, ATTN: ATZT-IG, Fort Leonard Wood, Missouri 65473-8932.

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1. Purpose. This pamphlet provides the policy, guidance, and standardized procedures for the planning, preparation, coordination, and execution of the Fort Leonard Wood (FLW) Organizational Inspection Program (OIP).

2. References and Forms. Required and related references and prescribed and referenced forms are listed in appendix A.

3. Explanation of Acronyms, Abbreviations and Terms.

a. Acronyms and abbreviations used in this pamphlet are explained in the glossary.

b. Terms and Concepts.

Command Inspection Team. The inspection team headed by the Commanding General (CG), school commandant, or subordinate commander. The MANSCEN staff will form inspection teams for the CG and augment inspection team for the school commandants.

Inspector General (IG) Inspection. Systemic inspections conducted by the IG which focus on trends and finding root causes of systemic problems. AR 20-1 specifically prohibits IGs from participating in staff or command inspections.

Major Subordinate Activity (MSA). Refers to the United States Army Engineer, Chemical, and Military Police Schools, Directorate of Training (DOT), Directorate of Combat Development (DCD), and the Personnel Proponency Offices.

Major Subordinate Command (MSC). Refers to Garrison Command, 3d Training Brigade, and the MANSCEN NCOA.

OIP 1 Forms are used by commanders and directorates to maintain a current assessment and to recommend/approve areas for inspection.

Organizational Inspection Program (OIP). OIP is a term that integrates the terms Command Inspection (CI), Staff Inspections (SI), and IG Inspections.

Staff Inspection Team. The inspection team, headed by the Chief of Staff, consists of the staff directors and their inspectors.

4. Responsibilities.

a. The CG conducts the CI for the Garrison Command, 3d Training Brigade, and the MANSCEN NCOA.

(1) Approves the installation inspection schedule.

(2) Provides overall guidance for the conduct of post-level CIs and SIs.

(3) Determines OIP special areas of interest and approves the scope for 3d Training Brigade, Garrison Command, and MANSCEN NCOA.

(4) Chairs the in/outbriefings for the 3d Training Brigade, Garrison Command, and the MANSCEN NCOA.

b. Assistant Commandant, United States Army Engineer School (USAES) conducts the OIP of the 1st Engineer Brigade.

(1) Provides oversight for the USAES OIP.

(2) Selects Project Officer from USAES to coordinate OIP of 1st Engineer Brigade.

(3) Determines special areas of interest for the 1st Engineer Brigade OIP. Approves the scope of the brigade inspection.

(4) Receives the CI inbrief and outbrief for the 1st Engineer Brigade.

(5) Provides special interest OIP results to the CG.

c. Commandant, United States Army Chemical School (USACMLS) conducts the OIP of the 3d Chemical Brigade.

(1) Provides oversight for the USACMLS OIP.

(2) Selects Project Officer from USACMLS to coordinate OIP of the 3d Chemical Brigade.

(3) Determines special areas of interest for the 3d Chemical Brigade OIP. Approves the scope of the brigade's inspection.

(4) Receives the CI inbrief and outbrief for the 3d Chemical Brigade.

(5) Provides special interest OIP results to the CG.

d. Commandant, United States Army Military Police School (USAMPS) conducts the OIP of the 14th Military Police Brigade.

(1) Provides oversight for the USAMPS OIP.

(2) Selects Project Officer from USAMPS to coordinate the OIP of 14th Military Police Brigade.

(3) Determines special areas of interest for the 14th MP Brigade OIP. Approves the scope of the brigade's inspection.

(4) Receives the CI inbrief and outbrief for the 14th MP Brigade.

(5) Provides special interest OIP results to the CG.

e. Chief of Staff (CofS).

(1) Conduct SIs (using installation staff) of the Garrison Command, 3d Training Brigade, and the MANSCEN NCOA.

(2) During the CG's absence, chairs the in/outbriefs for the MANSCEN NCOA, Garrison Command, and 3d Training Brigade.

f. Major Subordinate Commanders and Major Subordinate Activity Directors.

(1) Conduct the internal OIP within their command/directorate.

(2) Select programs/areas of concern to be inspected after gathering input from their staff, and subordinate commanders.

(3) Prepare OIP 1 Forms in preparation for your brigade-level OIP inspection.

g. Installation Staff Directors.

(1) Coordinate the execution of their OIP with the Garrison Commander. The Installation Staff (Personal, Special and Coordinating) will fall under the Garrison Command for inspection purposes only.

(2) Keep respective OIP 1 Forms and checklists current. As a minimum, each form and checklist (appendix B) will be reviewed annually. When necessary, changes will be published as a change to this pamphlet (coordinated through the IG).

(3) Identify one individual as the point of contact (POC) to coordinate the OIP within the directorate.

(4) Provide qualified inspectors. The inspectors should be technically qualified, experienced, and have insight in the area inspected; should be considered the subject matter expert for the

installation and be an E-6(P) or GS-7 or above. Inspectors will attend certification training prior to participating in inspections.

(5) Participate in the in/outbriefings. Inspectors will complete written findings on the inspections IAW appendix C.

(6) Conduct other required staff inspections. To prevent redundancy, directors will not inspect areas within 60 days of a scheduled OIP unless a regulatory requirement or special situation dictates.

(7) Conduct corrective training as required.

h. Inspector General.

(1) Is the proponent for the installation inspection policy. The IG is responsible for monitoring the overall execution of the OIP on the installation.

(2) Conducts IG Inspections when directed by the Commanding General or when systemic problems are developed from CI, SI, or other sources.

(3) Advises commanders and directors on inspection policy, procedures, and techniques.

(4) Conducts Command Climate Surveys for commanders and directors upon request.

(5) Trains and certifies installation inspectors on the conduct of inspections.

(6) Reviews OIP matrix prior to submission to command group/commandant for approval to ensure focus remains at the brigade level during commandant's and CG's OIP.

(7) Reviews OIP results to validate inspection process.

i. Directorate of Plans, Training, and Mobilization (DPTM).

(1) Coordinates post-level command and staff inspections conducted by the CG or CofS. Tasks installation staff to assist the school commandants in executing their command inspections.

(2) Ensures command and staff inspections are included on the installation's Master Training Calendar and will brief the OIP short-range calendar monthly during training summits.

(3) Conducts coordination meetings with the installation inspectors to develop areas of concern and proposed areas/programs to be inspected during the MANSCEN Commander's OIPs. Combines inspector's recommendations of areas/programs to be inspected with input from the MSC Commanders, and forwards to the CG for approval of the scope.

(4) Monitors the OIP matrix to ensure focus remains at the brigade level during installation inspections, except to validate inspection findings.

(5) Conducts crosswalk/in process review (IPR) during OIPs conducted by the MANSCEN Commander.

(6) Conducts in/outbrief for MANSCEN Commander's OIPs.

(7) Ensures that the results from the installation-level OIPs are provided to the Inspector General NLT 2 days prior to the

outbrief. These results will be utilized to identify systemic issues or trends, and to validate the inspection process.

j. Commanders.

(1) Schedule all CIs, SIs, and initial unit assessments on short- and long-range training calendars.

(2) Maintain the current status of their unit on OIP 1 Forms.

(3) Select programs/areas of concern to be inspected during the CI/SI after gathering input from your staff, subordinate commanders, and the inspecting commander's staff.

(4) Provide the results of all CIs and SIs to the Inspector General. These results will be utilized to identify systemic issues or trends and validate the inspection process.

(5) Brigade commanders ensure companies are not inspected during brigade OIPs, except to validate battalion-level findings.

(6) Battalion commanders ensure companies are only inspected during battalion-level OIPs except when validation of higher level inspection findings are required.

k. Individuals conducting inspections will be familiar with the provisions of MISC Pub 9-2, Manual for Courts-Martial, Part III, Military Rule of Evidence, which contain legal guidance pertinent to the conduct of inspections. If serious deficiencies involving criminality or breaches of security or integrity are found, commanders will take appropriate action and coordinate with the Staff Judge Advocate (SJA).

5. Inspection Policies.

a. Inspections are a command responsibility. Every commander down to battalion level will develop an OIP. A sample battalion program is at appendix D. This program will include command and staff inspections. The OIP eliminates redundancy by integrating SI with CI when possible. Key to the success of the OIP is the commanders/directors review of inspection activities in order to ensure that the administration of the OIP does not become more important than improving units. Other assessment tools such as quarterly training briefs (QTB), after action reviews (AAR), audits, surveys, inspection reports, etc., should be used to assess units. This will reduce the number and duration of inspections. Directorates and staffs with regulatory inspection requirements, both announced and unannounced, are encouraged to incorporate them into the OIP.

b. The OIP is modeled on the concepts found in FM 25-101, Battle Focused Training. The foundation is the battalion level. The teaching of goals, standards, and how to attain them is best accomplished at this level.

6. Organizational Inspection Program. The OIP is the commander's inspection plan which integrates command, staff, and IG inspections. The OIP will be executed at four levels.

a. The battalion-level OIP focuses on companies and yields an assessment of critical areas in the battalion. The focus is on compliance. It includes command inspections, staff inspections, and initial unit assessments (see figure 1):

(1) Command Inspections. Inspections conducted by the battalion command and command sergeant major.

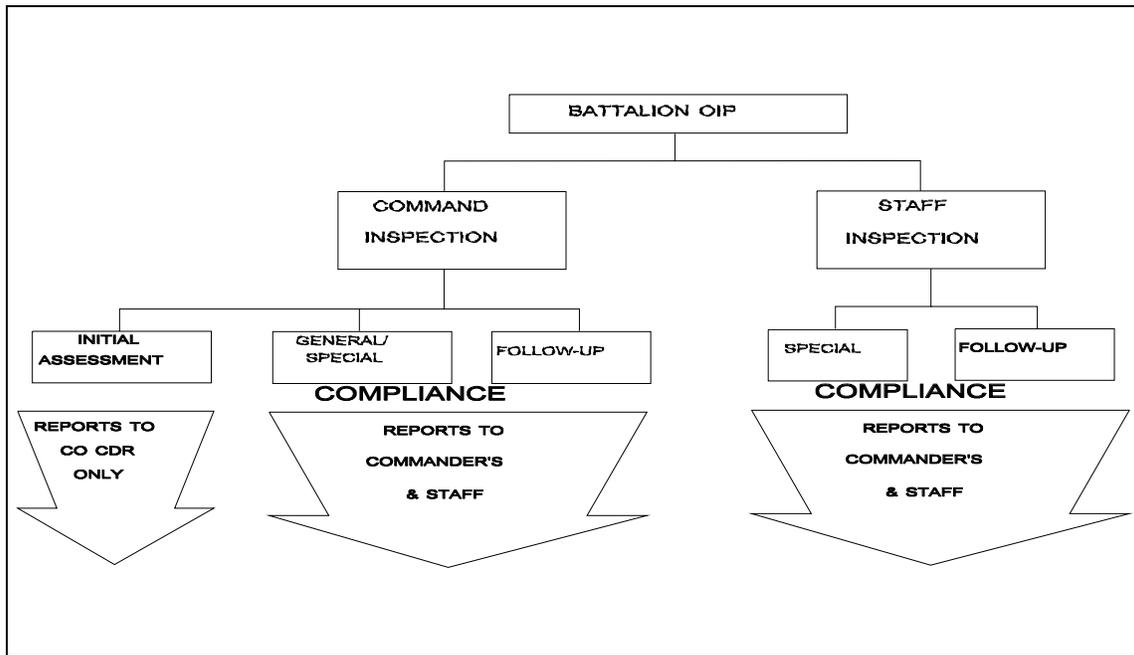


Figure 1. Battalion OIP.

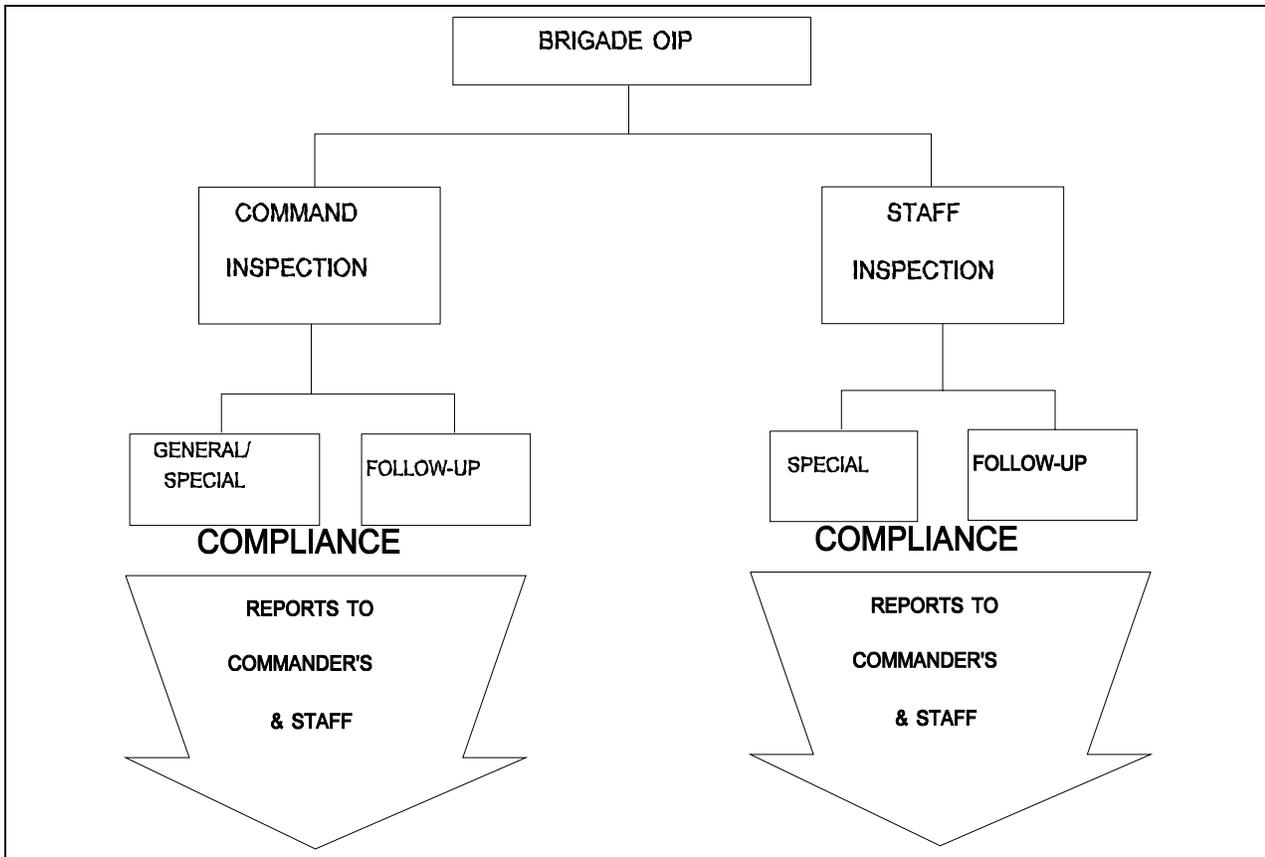


Figure 2. Battalion OIP.

(2) Staff Inspections. Inspections conducted by the battalion staff (S1, S2, S3, S4, BMO, etc.) and assistance visits requested from higher staffs. Brigade and installation staffs can be requested to augment battalion staffs.

(3) Initial Unit Assessments. A mandatory CI and SI for new company commanders will be conducted within 90 days of assuming command. This assessment is a tool conducted by battalion commanders to assist company commanders in establishing goals and priorities, and ensures that new company commander understands the unit's strengths and weaknesses in relation to higher headquarters' goals and priorities. Ideally, results of this assessment should be used to refine the DA Form 67-9-1 (Officer Evaluation Report Support Form). Commanders will not use results of initial assessments to compare units.

(4) Command Climate Survey. A tool which assesses a unit's morale, esprit, cohesiveness, and attitude toward the mission. The survey will be administered to each company within 90 days of a commander's assumption of command and annually thereafter. The Inspector General will provide materials, training, and other assistance to the company commander in executing this survey. Battalion assessments can be conducted by the IG upon request.

b. The brigade-level OIP focuses on battalions but yields an overall assessment for the brigade. It is focused on compliance and will include command and staff inspections (see figure 2). The brigade OIP must complement the battalion commander's program to ensure there is no redundancy. Don't cover the same ground twice! The brigade-level OIP will evaluate the effectiveness of the battalion-level OIP programs.

c. The commandant's OIP focuses on their respective brigade. It supplements the brigade and battalion-level OIPs and provides an assessment of the brigade and the effectiveness of the brigade-level OIP. The commandant's OIP focuses on compliance. The commandant's OIP includes Command and Staff inspections with coordinated augmentation from the MANSZEN staff as needed.

d. Figures 3 through 5 show the use of the Commandant's OIP process as it applies to organizations under the control of each respective commandant. Commanders are responsible for inspection of their respective brigades and can draw from their staff with requested augmentation from the installation staff. Coordination for augmentation support is accomplished through DPTM. Key feature of the OIP process is that repetitive inspections are minimized and the commandant's inspection program is focused on compliance of brigade-level systems. Similarly, the brigade commander develops his/her inspection program focused at battalion systems. Battalion commanders develop their inspection program focused on companies.

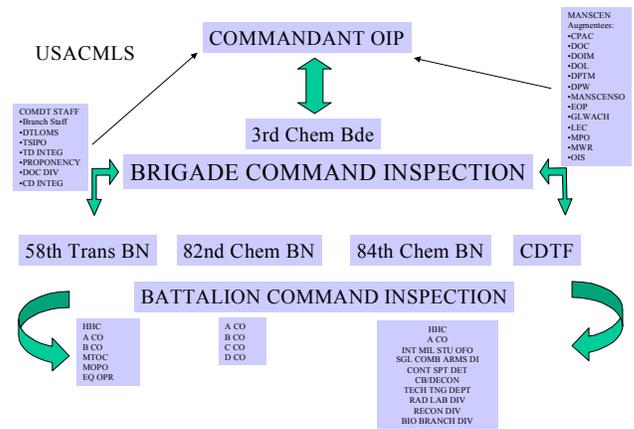


Figure 4. USACMLS OIP.

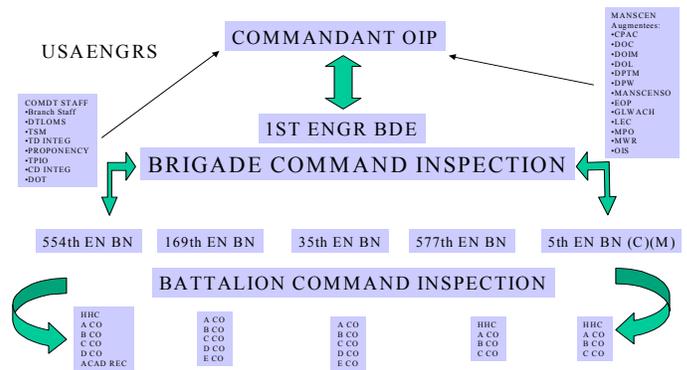


Figure 5. USAERS OIP.

e. The installation or MANSZEN OIP (figure 6) focuses on MSCs. It provides an assessment on the MSCs and the effectiveness of the OIP programs. The installation OIP focuses on compliance and identifying trends and root causes of problems. The installation OIP includes CI, SI, and IG inspections. Figures 7 through 9 illustrates the OIP process flow for the MSCs.

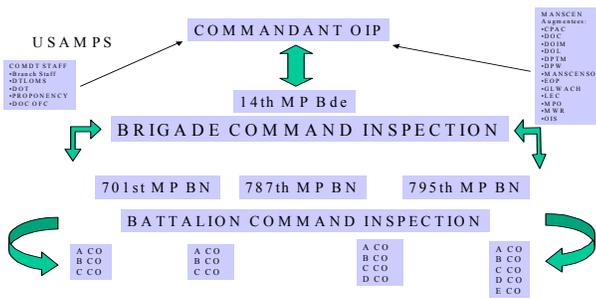


Figure 3. USAMPS OIP.

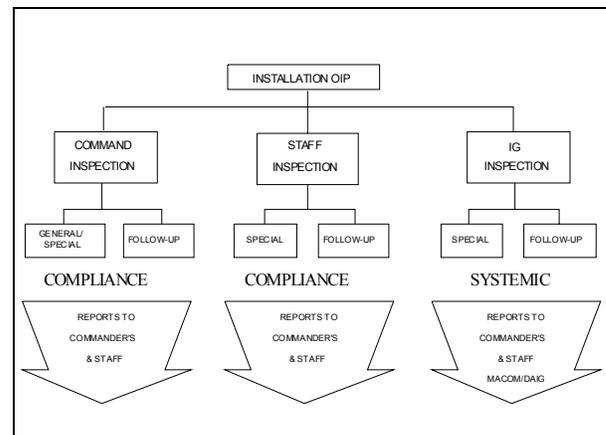


Figure 6. Installation OIP.

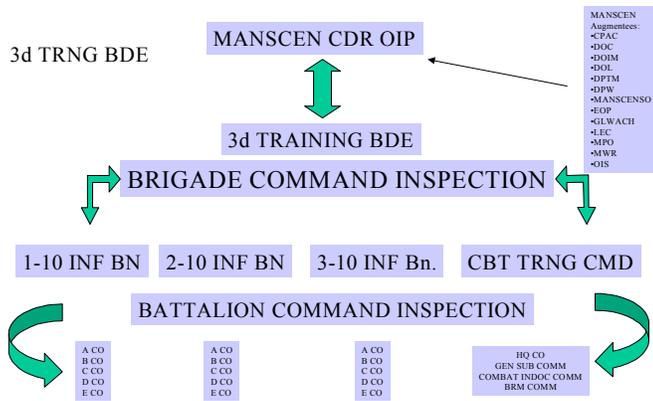


Figure 7. 3d Training Bde OIP.

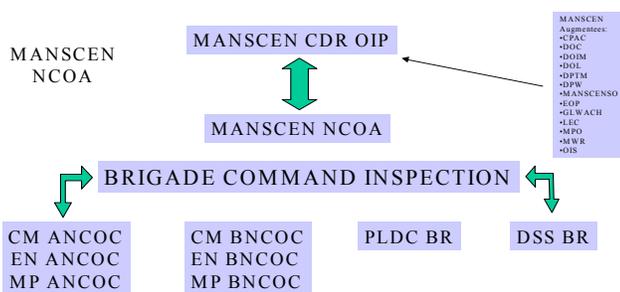


Figure 8. MANSCEN NCOA OIP.

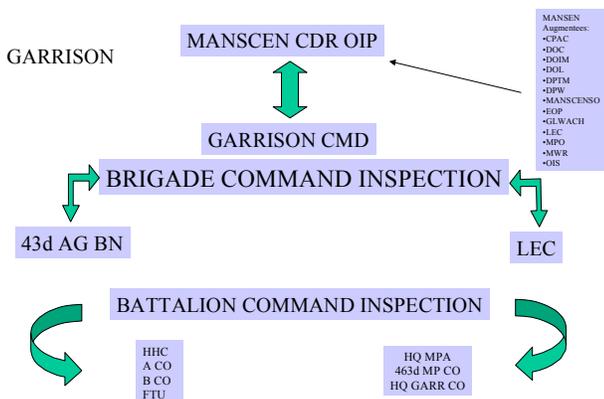


Figure 9. Garrison Command OIP.

7. Execution. Command inspection are compliance-oriented inspections that are conducted by commanders and command sergeants major. The commander conducting the inspection determines the scope, format, and composition of the inspecting

team. It will comprehensively assess the unit by measuring it against published standards.

a. Discussion.

(1) Compliance Checklists and the 'Checklist Syndrome'. Compliance checklists are tools to identify standards. Commanders, directors, and inspectors should avoid using checklists as an exclusive means of determining the adequacy of an area of concern. By focusing on checklist compliance, inspectors fail to address systemic issues which commanders and directors can influence. Inspectors may miss reviewing new equipment, systems, or doctrine because they are not covered in a checklist. The compliance checklist is a means for inspectors to rapidly focus their technical knowledge, experience, and insight onto a specific area of concern. Checklists are a useful teach and train reference for soldiers assigned a new area of responsibility.

(2) On-the-spot correction. Proper use of on-the-spot correction is a useful teach and train method. On-the-spot corrections will be annotated in the inspection findings especially when percentages are used to determine a rating. Improper use of on-the-spot correction can mislead a commander/director to believe there is no problem when in fact there is.

(3) Crosswalk and IPRs. Inspections are most useful to commanders/directors when systemic issues can be identified. Inspectors must crosswalk issues with other members of the inspection team to make them aware of potential problems and assess the impact on the unit's readiness and mission. IPRs with the commander or the office coordinating the OIP are most useful in accomplishing this task.

b. Scheduling. The command inspection is a scheduled formal event that will appear on the unit training schedule and the master training calendars at unit and installation level. Commanders determine the timing and frequency of each inspection. In doing so, each commander must consider the stair-stepped approach to the CI. Battalion commanders must have time to inspect each company prior to the brigade CI and brigade commanders need time to look at every battalion prior to the installation/commandant's OIP. Each MSC and MSA will undergo an annual OIP within the following windows:

- (1) MANSCEN NCOA (**) – 1st Quarter
- (2) 14th Military Police (*) – 1st Quarter
- (3) Garrison Command (**) – 2d Quarter
- (4) 3d Training Brigade (**) – 3d Quarter
- (5) 3d Chemical Brigade (*) – 4th Quarter
- (6) 1st Engineer Brigade (*) – 4th Quarter

(**) CG OIP (*) Commandant OIP

Note: (For inspection purposes) Garrison Command includes: Headquarters Company, IG, Public Affairs Office (PAO), Executive Services Office (ESO), SJA, Chaplain, Equal Opportunity Programs (EOP), MANSCEN Safety Office, Internal Review (IR), Directorate of Resource Management (DRM), Directorate of Morale, Welfare, and Recreation (DMWR), Military Personnel Office (MILPO), Civilian Personnel Advisory Center (CPAC), Directorate of Contracting (DOC), Directorate of Logistics (DOL), Directorate of Public Works (DPW), Directorate of Information Management (DOIM), DPTM, Law Enforcement Command (LEC), 43d AG Battalion, and 399th US Army Band.

c. Scope. The scope of the inspection is determined by the inspecting commander or commandant after considering assessments by his/her staff (installation inspectors/subject

matter experts), and subordinate commanders. Inspections are to complement one another. For example, if a battalion commander has determined that clothing records are meeting standards, why should the brigade or installation look at them? If the brigade-level OIP has identified an area below standard but it is being fixed, why should the CG's or Commandant's OIP re-identify it? In order to assist the commander in determining the inspection scope, the OIP 1 Forms were developed. These forms are listed in appendix B with instructions in appendix E.

(1) The OIP 1 Form is a matrix of subject areas listed by staff proponent. It is used by the commanders and staff to maintain a current assessment of each unit inspected by subject area. The assessment will be based not only on previous inspections, but also other staff inspections, visits, QTBs, USRs, AARs, etc., that have been conducted in the interim.

(2) The OIP 1 Form is also used by commanders, commandants and staff to define the scope of the OIP inspection. Commanders submit the OIP 1 Forms to DPTM or the Commandant's OIP Project Officer. After coordination with the inspecting staff, the scope of the inspection may or may not be modified depending if the inspecting commander feels there is a need to look at a specific area. Once the scope is approved (with or without modifications) by the inspecting commander or commandant, it becomes the scope of the inspection and is returned to the inspected unit under a cover memorandum.

d. Standards. The entire thrust of the OIP is to ensure that units are training to standards daily. Inspection standards are published in the form of Army Regulations, Field Manuals, DA Pamphlets, and local policy. Checklists are guides that identify the standards. Inspectors who find units that are not meeting standards should annotate shortfalls in their findings and make every effort to train unit personnel on the spot.

e. Ratings. Each area of inspection will be assessed in one of three ways:

(1) Trained (T) - The standard is met and compliance with the criteria reflects no possibility of the unit falling below standard. No further action is required.

(2) Needs Practice (P) - The standard is being met in most areas, but the inspected area is at risk based upon the inspection evaluation. The inspector will conduct and/or recommend appropriate training to assist the unit in meeting standards. Further corrective action will be a unit responsibility.

(3) Untrained (U) - Untrained rating reflects that a unit cannot perform the sub-task to standard. Once a unit receives a U, the leader is required to develop a comprehensive strategy to train all supporting tasks which were not executed to standard.

(4) There will be no overall ratings for a unit. Each area inspected will stand on its own merit.

f. It is the inspecting commander's/ commandant's call on which areas he/she recommends for inspection

8. Execution of CG's OIP. The inspection process for the Installation/MANSCEN Commander's OIP (3d Training Brigade, Garrison Command, MANSCEN NCOA) is detailed below.

a. Brigade commander/NCOA commandant will do the following: (See appendix E for examples).

(1) Select dates for CI/SI within the quarter (no more than 5 to 7 working days). Schedule an inbrief on the initial day of the inspection. An outbrief should be scheduled approximately a week after the completion of the inspection to allow time for inspectors to complete findings, validate inspection results, and for preparation of the outbrief. Dates for the in/outbriefs must be

coordinated with the CG's/CofS's office to ensure his/her attendance.

(2) Select programs/area that he/she wants to have inspected. Include areas/programs that are mandatory for inspection (see paragraph 9). List these areas on OIP 1 Forms and provide to DPTM.

(3) Complete and provide to DPTM the Background/Topic Sheet for the CG's participation in the OIP.

b. DPTM will do the following: (See appendix E for examples).

(1) DPTM receives input from the installation OIP inspectors (subject matter experts) regarding areas/programs to be inspected. This information is meshed with the areas/programs selected by the brigade commander/NCOA commandant to form the scope of the inspection.

(2) Conduct a coordination meeting with brigade commander's/NCOA commandant's staff and inspectors. The intent is to coordinate the inspection schedule and to identify unit POC.

(3) When OIP 1 Forms are finalized, submit the scope and schedule through the IG to the MANSCEN Commander/CofS for approval. The staffing paper to CG/CofS will contain the following: (see appendix E for examples)

(a) Scope of Inspection on the final OIP 1 Forms.

(b) Inspection schedule.

(c) Scope approval memorandum.

(d) Itinerary for CG's participation in the OIP. (Coordinated with the CG's aide)

(e) Background/Topic Sheet for CG's participation in the OIP.

(f) Memorandum for CG's participation in the OIP.

(4) Provide a copy of all documents to the brigade commander/NCOA commandant when approved by the CG/CofS.

(5) Provide a copy of the scope and schedule to all the inspectors.

9. Execution of the Commandant's OIP. The inspection process for the Commandant's OIP (1st Engineer, 3d Chemical, and 14th Military Police Brigades) is detailed below.

a. Brigade commander will do the following: (See appendix E for examples).

(1) Select dates for CI/SI within the quarter (no more than 5 to 7 working days). Schedule an inbrief on the initial day of the inspection. An outbrief should be scheduled approximately a week after the completion of the inspection to allow time for inspectors to complete findings, validate inspection results, and for preparation of the outbrief. Dates for the in/outbriefs must be coordinated with the Commandant's office to ensure his/her attendance.

(2) Select programs/area that he/she wants to have inspected. Include areas/programs that are mandatory for inspection (see paragraph 9). List these areas on OIP 1 Forms and provide to Commandant's OIP Project Officer.

(3) Complete and provide to project officer the Background/Topic Sheet for the commandant's participation in the OIP.

b. Project officer will do the following: (See appendix E for examples).

(1) Receive input from the installation OIP inspectors (subject matter experts) regarding areas/programs to be inspected. This information is meshed with the areas/programs selected by the brigade commander to form the scope of the inspection.

(2) Conduct a coordination meeting with brigade commander's staff and inspectors. The intent is to coordinate the inspection schedule and to identify unit POCs.

(3) When OIP 1 Forms are finalized, submit the scope and schedule through the IG to the commandant for final approval. The staffing paper to commandant will contain the following: (see appendix E for examples)

(a) Scope of Inspection on the final OIP 1 Forms.

(b) Inspection schedule.

(c) Scope approval memorandum.

(d) Itinerary for commandant's participation in the OIP. Coordinated with the commandant's aide.

(e) Background/Topic Sheet for commandant's participation in the OIP.

(f) Memorandum for commandant's participation in the OIP.

(3) Provide a copy of all documents to the brigade commander when approved by the commandant.

(4) Provide a copy of the scope and schedule to all the inspectors.

10. Mandatory Areas. All mandatory areas have been annotated on the OIP 1 Form with an M in the to-be-inspected block and must be inspected. Listed below are those areas that must be inspected.

a. DMWR.

(1) Utilization of Bio-testing and Procedures - Annually IAW AR 600-85

(2) Alcohol and Drug Education Awareness - Annually IAW AR 600-85

(3) Commander's Referral Responsibilities - Annually IAW AR 600-85

(4) Commander's Knowledge and Administration of Unit Alcohol and Drug Program - Annually IAW AR 600-85

b. MILPO - Reenlistment/Bars to Reenlistment - Annually IAW AR 600-20, random sample down to brigade/battalion/ company level.

c. DOL - Command Supply Discipline Program, MSA/Brigade and Property Book Officer (PBO) - Annually. MSA/Brigades must inspect battalion semiannually, and battalion to company semiannually.

d. MANSCEN Safety Office - All areas and operations of each workplace, including office operations, shall be inspected at least annually. More frequent inspections shall be conducted in all workplaces where there is an increased risk of accident, injury, or illness due to the nature of the work performed. Brigades and battalions will conduct an OIP inspection of their subordinate command under them and no lower. The MANSCEN Safety Office will conduct a program evaluation of the brigade and

inspect all the documents that show that mandatory inspections were conducted. The MANSCEN-level inspection will not include facility or workplace inspections. 29 CFR 1960

e. GLWACH

(1) Immunizations - Annually IAW AR 40-562.

(2) HIV - Biennially IAW AR 600-110.

(3) Hearing Conservation - Annually IAW DA Pam 40-501

f. LEC

(1) Physical Security of Arms Rooms - Annually

(2) Physical Security of Non-Arms Room - Biannual IAW AR 190-13.

(3) Key Control

(4) Security Control

(5) Intrusion Detection System (IDS)

(6) Vehicle Security

(7) Security of Privately-owned weapons

g. OIS - Information/Personnel Security - Continuous, will be annual IAW AR 380-5 and AR 380-67.

11. Inspection Results. Upon conclusion of the CG's and/or Commandant's OIP, each inspector will prepare an inspection report IAW appendix E. The reports (with OIP 1 Form slides) will be submitted to DPTM/Commandant's Project Officer, a minimum of three days prior to the scheduled outbriefing. DPTM and/or the Commandant's Project Officer will consolidate the reports into one inspection report to be presented to the Commanding General/commandant. A copy of the inspection results will be provided to the Inspector General NLT two days prior to the outbrief for validation purposes. The staffing paper will contain the following enclosures: (See appendix E for examples).

a. Memorandum signed by the commander/director.

b. Executive Summary.

c. Results of Inspection.

d. Copy of results with OIP 1 Forms, findings, and recommendations.

Appendix A
REFERENCES AND FORMS

Section I. Required publications.

- a. AR 20-1, Inspector General Activities and Procedures. Cited in para 3b.
- b. FM 25-101, Battle Focused Training. Cited in para 5b.
- c. MISC Pub 27-7, Manual for Courts-Martial, United States. Cited in para 4k.

Section II. Related publications.

- a. AR 40-501, Standards of Medical Fitness.
- b. AR 40-562, Immunizations and Chemoprophylaxis.
- c. AR 190-11, Physical Security of Arms, Ammunition and Explosives.
- d. AR 190-13, The Army Physical Security Program.
- e. AR 190-51, Security of Unclassified Army Property (Sensitive and Nonsensitive).
- f. AR 380-5, Department of the Army Information Security Program.
- g. AR 380-19, Information Systems Security.
- h. AR 380-67, The Department of the Army Personnel Security Program.
- i. AR 600-20, Army Command Policy.
- j. AR 600-85, Alcohol and Drug Abuse Prevention and Control Program.
- k. AR 600-110, Identification, Surveillance, and Administration of Personnel Infected with Human Immunodeficiency Virus (HIV).

Section III. Prescribed Forms. (NOTE: Changes to OIP checklists numbering system are annotated in blue.)

- a. FLW Form 2000, IG - Overall OIP Results. This form is available electronically via Form Flow.
- b. FLW Form 2000-1, DOC OIP 1, Inspected Unit Coordination. This form is available electronically via Form Flow.
- c. FLW Form 2000-2, DPTM OIP 1, Inspected Unit Coordination. This form is available electronically via Form Flow.
- d. FLW Form 2000-3, MILPO OIP 1. Inspected Unit Coordination. This form is available electronically via Form Flow.
- e. FLW Form 2000-4, DOL OIP 1, Inspected Unit Coordination. This form is available electronically via Form Flow.
- f. FLW Form 2000-5, OIS OIP 1, Inspected Unit Coordination. This form is available electronically via Form Flow.
- g. FLW Form 2000-6, DOIM OIP 1, Inspected Unit Coordination. This form is available electronically via Form Flow.
- h. FLW Form 2000-7, DPW OIP 1, Inspected Unit Coordination. This form is available electronically via Form Flow.

- i. FLW Form 2000-8, MWR OIP 1, Inspected Unit Coordination. This form is available electronically via Form Flow.
- j. FLW Form 2000-9, EOP OIP 1, Inspected Unit Coordination. This form is available electronically via Form Flow.
- k. FLW Form 2000-10, GLWACH OIP 1, Inspected Unit Coordination. This form is available electronically via Form Flow.
- l. FLW Form 2000-11, MSO OIP 1, Inspected Unit Coordination. This form is available electronically via Form Flow.
- m. FLW Form 2000-12, CPAC OIP 1, Inspected Unit Coordination. This form is available electronically via Form Flow.
- n. FLW Form 2000-13, LEC OIP 1, Inspected Unit Coordination. This form is available electronically via Form Flow.

Section IV. Referenced Forms.

- a. DA Form 67-9-1, Officer Evaluation Report Support Form.
- b. FLW Form 2000-1-1, IMPAC Credit Card Review.
- c. FLW Form 2000-2-1, Ammunition Management.
- d. FLW Form 2000-2-2, Anti-Terrorism/Force Protection.
- e. FLW Form 2000-2-3, NBC (FORSCOM Units Only).
- f. FLW Form 2000-2-4, Training Management.
- g. FLW Form 2000-3-1, AHRS Processing Procedures.
- h. FLW Form 2000-3-2, Military Awards.
- i. FLW Form 2000-3-3, AWOL/DFR Actions.
- j. FLW Form 2000-3-4, Enlisted Promotions.
- k. FLW Form 2000-3-5, Enlisted Soldier Utilization.
- l. FLW Form 2000-3-6, Suspension of Favorable Personnel Actions (FLAG).
- m. FLW Form 2000-3-7, Leaves and Passes.
- n. FLW Form 2000-3-8, Noncommissioned Officer Evaluation Reporting System.
- o. FLW Form 2000-3-9, Officer Evaluation Reports.
- p. FLW Form 2000-3-10, Orders.
- q. FLW Form 2000-3-11, Personnel Reassignment Processing.
- r. FLW Form 2000-3-12, Sponsorship.
- s. FLW Form 2000-3-13, TRADOC Retention Battalion Inspection Checklist.
- t. FLW Form 2000-3-14, TRADOC Retention Brigade Inspection Checklist.
- u. FLW Form 2000-3-15, TRADOC Retention Unit Inspection Checklist.
- v. FLW Form 2000-4-1, Adjustment for Lost, Damaged, or Destroyed Property.

- w. FLW Form 2000-4-2, Brigade/Battalion Maintenance Program.
- x. FLW Form 2000-4-3, Combat Vehicles.
- y. FLW Form 2000-4-4, Electronics and Communications Equipment.
- z. FLW Form 2000-4-5, Command Supply Discipline Program.
- aa. FLW Form 2000-4-6, Engineer and Special Purpose Equipment.
- bb. FLW Form 2000-4-7, Range Outfits/Heaters.
- cc. FLW Form 2000-4-8, Inventories.
- dd. FLW Form 2000-4-9, MRE Accountability.
- ee. FLW Form 2000-4-10, NBC Equipment.
- ff. FLW Form 2000-4-11, Non-Tactical Vehicles.
- gg. FLW Form 2000-4-12, Organizational Clothing, Individual Equipment, Personal Clothing and Absentee File.
- hh. FLW Form 2000-4-13, Prescribed Load List.
- ii. FLW Form 2000-4-14, Property Accountability.
- jj. FLW Form 2000-4-15, Small Arms.
- kk. FLW Form 2000-4-16, Tactical Vehicle Maintenance and Inspection.
- ll. FLW Form 2000-4-17, Test, Measurement, and Diagnostic Equipment (TMDE).
- mm. FLW Form 2000-4-18, Unit Level Logistics System (ULLS).
- nn. FLW Form 2000-4-19, Unit Level Maintenance Program.
- oo. FLW Form 2000-4-20, Unit Movement Planning.
- pp. FLW Form 2000-5-1, Information Assurance.
- qq. FLW Form 2000-5-2, Information Security.
- rr. FLW Form 2000-5-3, Intelligence Oversight.
- ss. FLW Form 2000-5-4, Personnel Security.
- tt. FLW Form 2000-6-1, Pinpoint Publications Account Management.
- uu. FLW Form 2000-6-2, Modern Army Recordkeeping System (MARKS).
- vv. FLW Form 2000-6-3, Forms Management.
- ww. FLW Form 2000-6-4, Meal Card Management for Book Control Officers (BCO).
- xx. FLW Form 2000-6-5, Meal Card Management for Meal Card Control Officers (MCCO) and Meal Card Verification Officers (MCVO).
- yy. FLW Form 2000-6-6, Meal Card Management for Field Exercise and Missed Meals.
- zz. FLW Form 2000-7-1, Program Energy.
- aaa. FLW Form 2000-7-2, Environmental Program.

- bbb. FLW Form 2000-7-3, Fire Prevention Program (FPP).
- ccc. FLW Form 2000-8-1, Family Care Plan (FCP).
- ddd. FLW Form 2000-8-2, Alcohol and Drug Education Awareness.
- eee. FLW Form 2000-9-1, Equal Opportunity/Consideration of Others.
- fff. FLW Form 2000-10-1, Barracks Sanitation.
- ggg. FLW Form 2000-10-2, Combat Lifesaver.
- hhh. FLW Form 2000-10-3, Dining Facility Sanitation.
- iii. FLW Form 2000-10-4, Field Sanitation Team.
- jjj. FLW Form 2000-10-5, Hearing Conservation.
- kkk. FLW Form 2000-10-6, HIV.
- lll. FLW Form 2000-10-7, Immunizations.
- mmm. FLW Form 2000-11-1, Safety Program.
- nnn. FLW Form 2000-12-1, CPAC – Civilian Personnel (CIVPERS) Administration.
- ooo. FLW Form 2000-13-1, AA&E
- ppp. FLW Form 2000-13-2, Non-Arms Room.

Appendix B
FORM NUMBERS FOR OIP 1 FORMS AND CHECKLISTS

OIP 1 Form/Checklist	Form Number
----------------------	-------------

IG
Overall OIP ResultsFLW Form 2000

DOC
OIP 1 FormFLW Form 2000-1
IMPAC Credit Card ReviewFLW Form 2000-1-1

DPTM
OIP 1 FormFLW Form 2000-2
Ammunition ManagementFLW Form 2000-2-1
Anti-Terrorism/Force ProtectionFLW Form 2000-2-2
NBC (FORSCOM Units Only)FLW Form 2000-2-3
Training ManagementFLW Form 2000-2-4

MILPO
OIP 1 FormFLW Form 2000-3
AHRS Processing ProceduresFLW Form 2000-3-1
Military AwardsFLW Form 2000-3-2
AWOL/DFR ActionsFLW Form 2000-3-3
Enlisted PromotionsFLW Form 2000-3-4
Enlisted Soldier UtilizationFLW Form 2000-3-5
Suspension of Favorable
Personnel Actions (FLAGS)FLW Form 2000-3-6
Leaves and PassesFLW Form 2000-3-7
Noncommissioned Officer Evaluation
Reporting SystemFLW Form 2000-3-8
Officer Evaluation ReportFLW Form 2000-3-9
OrdersFLW Form 2000-3-10
Personnel Reassignment
ProcessingFLW Form 2000-3-11
SponsorshipFLW Form 2000-3-12

OIP 1 Form/Checklist	Form Number
MILPO continued	
TRADOC Retention Battalion Inspection Checklist	FLW Form 2000-3-13
TRADOC Retention Brigade Inspection Checklist	FLW Form 2000-3-14
TRADOC Retention Unit Inspection Checklist	FLW Form 2000-3-15
DOL	
OIP 1 Form	FLW Form 2000-4
Adjustment for Lost, Damaged, or Destroyed Property	FLW Form 2000-4-1
Brigade/Battalion Maintenance Program ..	FLW Form 2000-4-2
Combat Vehicles	FLW Form 2000-4-3
Electronic & Communications Equipment	FLW Form 2000-4-4
Command Supply Discipline Program	FLW Form 2000-4-5
Engineer & Special Purpose Equipment	FLW Form 2000-4-6
Range Outfits/Heaters	FLW Form 2000-4-7
Inventories	FLW Form 2000-4-8
MRE Accountability	FLW Form 2000-4-9
NBC Equipment	FLW Form 2000-4-10
Non-Tactical Vehicles	FLW Form 2000-4-11
Organizational Clothing, Individual Equipment, Personal Clothing, & Absentee Files	FLW Form 2000-4-12
Prescribed Load List	FLW Form 2000-4-13
Property Accountability	FLW Form 2000-4-14
Small Arms	FLW Form 2000-4-15
Tactical Vehicle Maintenance & Inspection	FLW Form 2000-4-16
Test, Measurement & Diagnostic Equipment (TMDE)	FLW Form 2000-4-17
ULLS	FLW Form 2000-4-18
Unit Level Maintenance Program	FLW Form 2000-4-19
Unit Movement Planning	FLW Form 2000-4-20

OIS	
OIP 1 Form	FLW Form 2000-5
Information Assurance	FLW Form 2000-5-1
Information Security	FLW Form 2000-5-2
Intelligence Oversight	FLW Form 2000-5-3
Personnel Security	FLW Form 2000-5-4

DOIM	
OIP 1 Form.....	FLW Form 2000-6
Pinpoint Publications Account Mgmt	FLW Form 2000-6-1
Modern Army RecordKeeping System (MARKS)	FLW Form 2000-6-2
Forms Management	FLW Form 2000-6-3
Meal Card Mgmt (BCO).....	FLW Form 2000-6-4
Meal Card Mgmt (MCCO) & (MCVO).....	FLW Form 2000-6-5
Meal Card Mgmt for Field Exercise & Missed Meals.....	FLW Form 2000-6-6

DPW	
OIP 1 Form	FLW Form 2000-7
Program Energy	FLW Form 2000-7-1
Environmental Program	FLW Form 2000-7-2
Fire Prevention Program (FPP)	FLW Form 2000-7-3

MWR	
OIP 1 Form	FLW Form 2000-8
Family Care Plan (FCP)	FLW Form 2000-8-1
Alcohol and Drug Education Awareness	FLW Form 2000-8-2

OIP 1 Form/Checklist	Form Number
EOP	
OIP 1 Form	FLW Form 2000-9
Equal Opportunity/Consideration Of Others Program	FLW Form 2000-9-1
GLWACH	
OIP 1 Form	FLW Form 2000-10
Barracks Sanitation	FLW Form 2000-10-1
Combat Lifesaver	FLW Form 2000-10-2
Dining Facility Sanitation	FLW Form 2000-10-3
Field Sanitation Team	FLW Form 2000-10-4
Hearing Conservation	FLW Form 2000-10-5
HIV	FLW Form 2000-10-6
Immunizations	FLW Form 2000-10-7
MSO	
OIP 1 Form	FLW Form 2000-11
Safety Program	FLW Form 2000-11-1
CPAC	
OIP 1 Form.....	FLW Form 2000-12
CPAC – Civilian Personnel (CIVPERS) Administration	FLW Form 2000-12-1
LEC	
OIP 1 Form	FLW Form 2000-13
AA&E	FLW Form 2000-13-1
Non-arms Room	FLW Form 2000-13-2

Appendix C
GUIDE TO WRITING FINDINGS

C-1. When a deficiency is discovered a finding must be drafted. This finding will be used by the commander to correct the problem and by the inspector to conduct follow-up inspections. If poorly written, the commander is not likely to take action. A finding can also be drafted to recognize outstanding procedures or performance.

C-2. The purpose of an inspection is to determine root causes of problems or issues. In order to write a realistic recommendation to the commander, root cause analysis must be applied to determine "WHY" the unit is not in compliance with a standard. There is one of three reasons a unit is not in compliance:

a. They DON'T KNOW how to meet standards. They never knew, forgot, or never got the word. Here the inspector trains unit personnel how to meet standards or recommends specific corrective training. Normally, a finding need not be written when training will correct the problem.

b. They CAN'T comply. The resources are scarce, the priority is low, or the task is impossible to accomplish. Here the inspector should again teach how to meet standards, and in cases where tasks cannot be accomplished, seek clarification from the chain of command. Write a finding to identify why they cannot comply.

c. They WON'T comply. They disagree with the standard or there is no penalty or reward for not complying. Scarce resources can contribute. Inspectors need to look at the standard and determine if the standard is unrealistic and/or should be changed. Policy guidance may need to be revised/clarified. Write a finding to identify why they will not comply.

C-3. For every finding there must be a recommendation which addresses how the deficiency can be corrected.

Appendix D
SAMPLE BATTALION OIP SOP

ATZT-52 (1-201c)

Date

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Battalion Organizational Inspection Program SOP

1. Purpose. The Organizational Inspection Program (OIP) provides the Battalion commander an assessment of the state of readiness, the accuracy of reports, and the knowledge of unit leaders through scheduled inspections.

2. Scope.

a. The OIP will consist of an inspection of each company and staff section. An inspection of each company will occur annually.

b. Schedule of OIPs.

(1) Inspection of Companies (A, B, and C) will be in February. All inspections will be placed on the Battalion Annual Training Calendar and included in the Quarterly Training Briefing.

(2) Do not schedule OIPs during prime training periods.

(3) Newly assigned commanders will receive their first inspection within 90 days of their change of command (in accordance with AR 1-201, Inspections), as part of the OIP program. This inspection is considered a "free" inspection. A Command Climate Survey will also be scheduled within 90 days of the change of command.

3. Execution.

a. General. The OIP is an overall appraisal of a company readiness. It allows the Battalion commander to identify problems and conditions caused by noncompliance with Department of the Army, TRADOC, post, and Battalion regulations or policies.

b. Conduct of the Inspection. All inspectors will use the standard OIP checklists contained in FLW Pam 1-201 wherever possible. The checklists are merely guides and will not restrict the Inspectors from ensuring compliance with current standards and policies. The Battalion staff will inspect the companies.

c. Additionally, the staff can request technical assistance visits of their respective sections from installation subject matter experts. The purpose of these visits will be to assist the companies with selected equipment or other functional areas (i.e., MAIT, DPW, DPTM, etc.).

d. Responsibilities.

(1) Battalion XO:

(a) Coordinates the OIP.

(b) Determines what areas will be inspected from OIP 1 Forms submitted by staff officers, company commanders, and Battalion commander guidance.

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SUBJECT: Battalion Organizational Inspection Program SOP

(c) Schedule all OIPs on the Annual Training Calendar and list them in the quarterly training guidance.

(d) Coordinates reinspection as required.

(e) Coordinates the format and conduct of the outbriefing.

(f) Maintains inspection results for each company and staff section on OIP 1 Forms.

(g) Coordinates Command Climate Surveys with the IG.

(h) Maintains the Battalion status on OIP 1 Forms. Submits forms to brigade (or higher headquarters) in accordance with the procedures in FLW Pam 1-201, appendix E, four weeks prior to a brigade OIP. (Note that the procedures in FLW Pam 1-201, appendix E, are for a brigade preparing for the installation OIP. The Battalion should follow the guidance of the brigade commander.)

(2) Staff Officers:

(a) Supervises conduct of the inspection in their respective areas.

(b) Assesses an overall rating using the completed checklists.

(c) Attends the OIP outbrief.

(d) Briefs the inspection results.

(e) Maintains the current status of the staff section on OIP 1 Forms.

(f) Submits section's OIP 1 Forms to the Brigade XO four weeks prior to the scheduled staff inspection.

(3) Inspectors:

(a) Use FLW OIP checklists to guide them thru their inspections. Standards are published in the form of AR's, FM's, and local policy.

(b) Makes three copies of the completed checklist: one retained by the inspector; one for the unit; and one for the Battalion commander for his review prior to the outbrief.

(c) When your inspection is complete, outbrief the unit commander before departing.

(4) Commanders and Staff Officers.

(a) Provide guides/escorts, when required, for each inspected area in accordance with the OIP checklists.

(b) Maintain current inspection status of all areas on OIP 1 Forms.

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SUBJECT: Battalion Organizational Inspection Program SOP

e. Inspection Criteria, Ratings, and Evaluation.

(1) Inspection Criteria. Criteria used to determine if deficiencies are of major significance include, but are not limited to, the following:

(a) Unsafe conditions.

(b) Failure or inability to accomplish the mission. Also conditions which, if uncorrected, would adversely affect mission accomplishment.

(c) Failure to take action in accordance with regulations, policies, and orders.

(d) Breaches of integrity, malfeasance of office, negligence and inefficiency.

(e) Acts or conditions detrimental to the efficiency or reputation of the Army.

(f) Violation of laws.

(g) Waste and abuse of resources.

(h) Violations of security.

(i) Repetitive or widespread administrative weakness.

(j) Failure to correct prior deficiencies reported by other inspection agencies or previous OIPs.

(2) Ratings. Assessment of inspected areas will occur in one of three ways:

(a) Trained (T) - The standard is met and compliance with the criteria reflects no possibility of the unit falling below standard. No further action is required.

(b) Needs Practice (P) - The standard is being met in most areas, but the unit is at risk based upon noncompliance with the criteria. Corrective action will be a unit responsibility.

(c) Untrained (U) - The unit is below standards. The inspecting activity will conduct a follow-up inspection within __ days, and report the results to the unit and Battalion executive officer.

(d) When a trained compliance (T) rating is given in a particular area, individuals who deserve special merit should be identified and recognized during the outbriefing.

(3) Evaluation. The executive officer will recommend an overall rating for each company and staff section to the Battalion commander.

(a) Reinspection. Reinspection of companies or staff sections that receive an overall rating of P or U will follow 30 days from the date of the initial inspection. It will focus only on the deficient areas.

(b) Recordkeeping. Inspected activities will maintain the results for future reference.

ATZT-52
SUBJECT: Battalion Organizational Inspection Program SOP

JOHN E. DOE
LTC, SF
Commanding

DISTRIBUTION:
Cdrs, A/B/C Co, 52d Engr Bn
XO, 52d Engr Bn
S1, S2, S3, S4, 52d Engr Bn

ATZT-52 (1-201c)

ANNEX A: (Conduct of Inspection) to Battalion Organizational Inspection Program SOP

A-1. Purpose. To provide guidance for planning and preparation for the OIP. Specifics may deviate for each inspection as required.

A-2. Sequence.

a. OIPs will occur during the normal duty day. The inspected company will devote the necessary days to the inspection. The outbrief to the Battalion commander will be on the following work day in the Battalion classroom.

b. Sequence of Events. The Battalion XO will prepare a specific time table for each OIP based on mission requirements and focus of the inspection.

TIME	ACTIVITY
0830-1530	Conduct of Inspection. The company will have an overhead projector set up for delivery of the inbrief and outbrief. Inspectors will meet guides at the company orderly room. Guides will be knowledgeable of their inspected areas.
1530	Inspection completed.
1600	Inspectors outbrief company commander and results given to the Battalion XO, with an informal outbrief.

A-3. Preparation for Inspection. Companies should not take extraordinary steps to prepare for the OIP. Blanket requests for replacement items for inspection purposes are unnecessary and a wasteful use of scarce resources. Inspectors will look for such abusive procedures. The practice of remarking files and records in preparation for the inspection is wasteful, indicative of poor management procedures, and may affect the unit's capability to accomplish its mission. Mission accomplishment, accountability, and serviceability of equipment are the objectives of the inspection.

A-4. Inspected Areas. The scope and focus of the inspection may vary. All inspectors will use the OIP checklists contained in FLW Pam 1-201.

a. The Battalion staff will inspect the areas marked by the Battalion Cdr on each OIP 1 Form. In addition to the mandatory areas listed on the OIP 1 Forms.

A-5. Battalion Commander and Command Sergeant Major Inspection.

a. Barracks and BOQs. Battalion commander and CSM will inspect troop living areas. Commanders will ensure that all areas are open for inspection. This can be done by either posting guards or by having a master key available. In addition, a random inspection of post quarters (permanent party) will be conducted. Exterior appearance, maintenance, and police of buildings and grounds will be inspected.

b. Orderly Rooms and Staff Sections. During each company OIP, the Battalion commander and CSM will conduct a walk-through inspection of their respective work areas. This visit is a working inspection and should not interfere with the normal operation of the unit.

c. Normal day-to-day usage will be the basis for evaluation of cleanliness and serviceability.

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ANNEX B: (OIP Briefings) to Battalion Organizational Inspection Program SOP

B-1. Purpose. To establish the procedures for the execution of the Battalion OIP in/outbriefings.

B-2. General. The Battalion OIP inbriefing will occur on the first work day of the inspection, the outbriefing one day after completion of the inspection. The Battalion XO is responsible for the conduct of the briefings.

a. The following is a sample outline:

PURPOSE
INSPECTORS
SCHEDULE OF INSPECTION
CDR's/CSM's ROLE
CLOSING COMMENTS

b. The following is a sample agenda:

BN XO
STAFF
CO CDRS (company inspections only)
BN CDR

Appendix E
SEQUENCE OF INSPECTION PROCESS
(Documentation)

- E-1. Recommended OIP Timeline (Figure E-1) 20
- E-2. Areas to be Inspected (Figure E-2) 21
- E-3. Coordination with Inspectors.
 - a. OIP 1 Forms of Areas to be Inspected (Figure E-3) 22
 - b. Inspector's Directory (Figure E-4) 23
- E-4. Scope and Schedule Format.
 - a. Staffing Paper (Figure E-5) 24
 - b. Directive (Figure E-6) 25
 - c. Schedule (Figure E-7) 26
- E-5. Coordination for CG/Command Participation in OIP.
 - a. Staffing Paper (Figure E-8) 27
 - b. Directive (Figure E-9) 28
 - c. Itinerary (Figure E-10) 29
 - d. Background/Topic Sheet (Figure E-11) 29
- E-6. Finalized Inspection Results.
 - a. OIP 1 Inspection Results (Figure E-12) 30
 - b. Overall OIP Results (Figure E-13) 31
- E-7. Consolidated Report of Findings.
 - a. Staffing Paper (Figure E-14) 32
 - b. Memorandum (Figure E-15) 33
 - c. Executive Summary (Figure E-16) 34
 - d. Results of OIP (Figure E-17) 35

RECOMMENDED OIP TIMELINE IN DAYS



NLT 120 DAYS.....	CDR ID INSPECTION DATES
NLT 90 DAYS.....	CDR/STAFF PREPARES INITIAL OIP-1 FORMS/ FORWARDS COPY TO DPTM
NLT 85 DAYS.....	DPTM HOSTS COORDINATION MTG WITH INSTALLATION INSPECTORS TO PROVIDE INPUT REGARDING AREAS OF CONCERN
NLT 80 DAYS.....	DPTM/PROJECT OFFICER FINALIZES OIP-1 FORMS/SCOPE
NLT 75 DAYS.....	COORDINATION MEETING WITH INSPECTORS & UNIT REPRESENTIVES TO WORK OUT SCHEDULE FOR INSPECTION
NLT 60 DAYS.....	SCOPE AND SCHEDULE COMPLETE
NLT 45 DAYS.....	SCOPE AND SCHEDULE TO COMMANDANT/CHIEF OF STAFF
NLT 30 DAYS.....	FINAL COORDINATION FOR CG/CMDT CI COMPLETE APPROVED SCOPE AND SCHEDULE TO INSPECTORS
INSPECTION.....	INBRIEF CONDUCT OF INSPECTION (5 - 7 WORKING DAYS)
+ 7-10 DAYS.....	OUTBRIEF
+ 10 DAYS.....	FINAL INSPECTION RESULTS TO COMMANDER
+ 20 DAYS.....	COMBINED INSPECTION RESULTS TO COMMANDANT/CG
+ 30 DAYS.....	REINSPECTION/FOLLOWUP

Figure E-1. Recommended OIP Timeline.

ORGANIZATIONAL INSPECTION PROGRAM (OIP) INSPECTORS DIRECTORY

Directorate	Subject	Phone Numbers
MWR:	Alcohol and Drug Control	596-0938
CPAC:	Civilian Personnel Administration	596-8455
MILPO:	Personnel Actions	596-0132
DOIM:	Installation Support	563-5677
DOL:	Maintenance Program	596-0893
	Command Supply Program	596-1456
	Unit Movement Planning	596-0617
	Non-Tactical Vehicles (TMP)	596-0814
DPTM:	Training Management	596-4048
	Ammunition Management	596-4048
	NBC	596-4048
DPW:	Environmental	596-6100
	Energy Management Program	596-8630
MSO:	Safety Program	596-1278
EOP:	Equal Opportunity Program	596-2610
GLWACH:	Preventive Medicine	596-5750
LEC:	Physical Security	596-0597
OIS:	Intelligence & Security	563-7869

Figure E-4. Inspector's Directory.

STAFFING PAPER				Control # _____			
ACTION OFFICER				COMMAND GROUP ROUTING			
NAME <i>Rank/Last Name of Cdr/Director</i>				1) <input type="checkbox"/>	3) <input type="checkbox"/>	5) <input type="checkbox"/>	
UNIT/ACTIVITY <i>Unit/Directorate</i>		OFFICE SYMBOL <i>Unit/Directorate</i>		2) <input type="checkbox"/>	4) <input type="checkbox"/>	6) <input type="checkbox"/>	
PHONE # <i>XXX-XXXX</i>		DATE <i>Date Submitted</i>		TASK#:			
SUBJECT <i>Scope and Schedule for (your unit/directorate) OIP</i>						SUPENSE	
<input type="checkbox"/> INFORMATION		<input type="checkbox"/> APPROVAL		<input type="checkbox"/> SIGNATURE		<input type="checkbox"/> INITIALS	
<p>1. Purpose. To obtain the CG/Commandants approval of the scope and schedule for (your unit/directorate) OIP.</p> <p>2. Recommendation. That the CG/Commandant sign the directive at Tab A.</p> <p>3. Discussion.</p> <p style="margin-left: 40px;">a. The inspection plan is a result of input from the commander/director and the installation staff. This level of inspection serves two purposes: complements the OIPs at battalion & brigade; allows an opportunity for the installation staff to conduct their compliance checks mandated by regulation. The areas to be inspected, submitted by the commander/director and coordinated though the staff, are at Tab B.</p> <p style="margin-left: 40px;">b. The CG/Commandant's role for the Command inspection will be published under seperate memorandum.</p> <p style="margin-left: 40px;">c. The inbriefing is scheduled for 0000, date-month-year, location with building number. The Chief of Staff and inspectors will present the inspection plan to the commander/director. The outbrief is scheduled for 0000, date-month-year, location with building number.</p> <p>4. Resource impact: N/A</p>							
COORDINATION		CHAIN OF COMMAND APPROVAL			ACTION TAKEN		
List installation staff who will be inspecting. Example: DMWR CPAC DOIM DOL			INIT	DATE			
		<input type="text"/>			CONCUR		
		<input type="text"/>			APPROVED		
		<input type="text"/>			DISAPPROVED		
		<input type="text"/>			SEE ME		
		<input type="text"/>			NOTED		

FLW Form 1416-E (Rev 1 Nov 92)

Figure E-5. Scope and Schedule

LETTERHEAD STATIONERY

Office Symbol (1-201c)

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Unit OIP

1. The scope of the inspection is approved. The detailed inspection plan is enclosed.
2. The CG/Commandant will initiate the inspection with an inbriefing, time, date-month-year, location. The installation staff will informally outbrief the Commander/Unit XO, Director/Deputy Director during the course of the inspection. Inspection will conclude date-month-year.
3. Commanding General/Commandant intends to meet with you during the course of the inspection. Times and specifics will be published under separate memorandum.

Encl

CG/Commandant
Signature Block

DISTRIBUTION:

Chief of Staff
MWR
MSO
DOIM
DPTM
EOP
CPAC

Note: A copy of this memorandum, with scope and schedule of inspection, goes to each inspector's directorate.

Figure E-6. Sample of Directive.

Month and Year

Unit/Directorate Organizational Inspection (1 - 12 Month)

Monday	Tuesday	Wednesday	Thursday	Friday
1 Inbrief 0900 Bldg ###	2 EOP-0900 HQ 7-10	3 OIS-0830 2d Bde HQ DPW-1000 8th Bde S-4	4	5
8	9 MSO-0730 Range 99	10 DOIM-1130 DRM Rm 297 DPTM-0800 HQ Co	11	12

Figure E-7. Schedule.

NOTE: This example shows the dates, the inspector's directorate, times, and units/directorates to be inspected.

STAFFING PAPER				Control #			
ACTION OFFICER				COMMAND GROUP ROUTING			
NAME Rank/Last Name of Cdr/Director				1) <input type="checkbox"/>	3) <input type="checkbox"/>	5) <input type="checkbox"/>	
UNIT/ACTIVITY Unit/Directorate		OFFICE SYMBOL Unit/Directorate		2) <input type="checkbox"/>	4) <input type="checkbox"/>	6) <input type="checkbox"/>	
PHONE # XXX-XXXX		DATE Date Submitted		TASK#:			
SUBJECT CG's/Commandant's Agenda for Unit/Directorate Command Inspection						SUPENSE	
<input type="checkbox"/> INFORMATION		<input type="checkbox"/> APPROVAL		<input type="checkbox"/> SIGNATURE		<input type="checkbox"/> INITIALS	
<p>1. Purpose. To obtain the Commanding General's/Commandant's approval of his/her role in Unit/Directorate Command Inspection.</p> <p>2. Recommendation.</p> <p style="margin-left: 20px;">a. That the CG/Commandant sign the directive at Tab A.</p> <p style="margin-left: 20px;">b. That the CG/Commandant note the itinerary for the visit at Tab B.</p> <p style="margin-left: 20px;">c. That the CG/Commandant note the background/topic sheet for unit/directorate at Tab C.</p> <p>3. Discussion.</p> <p style="margin-left: 20px;">a. The CG/Commandant is scheduled to visit unit/directorate time, date-month-year.</p> <p style="margin-left: 20px;">b. The purpose of the CG/Commandant visit is to participate in the command inspection process and to place emphasis on the program by meeting one-on-one (40 minutes) with the commander/director. The initial topic of discussion should be the commander's/director's organizational inspection program.</p> <p style="margin-left: 20px;">c. Based on experience with command inspections, the scope of the visit is best spent focusing on relevant issues particular to the unit, using an informal information briefing format. The commander and CSM (or the director) will meet the CG/Commandant's and ECCSM (only units for ECCSM) at time-date-month-year and location.</p> <p>4. Resource impact: N/A</p>							
COORDINATION		CHAIN OF COMMAND APPROVAL			ACTION TAKEN		
Coordination is at Unit/ Directorate		INIT	DATE				
		<input type="checkbox"/>	<input type="checkbox"/>	CONCUR			
		<input type="checkbox"/>	<input type="checkbox"/>	APPROVED			
		<input type="checkbox"/>	<input type="checkbox"/>	DISAPPROVED			
		<input type="checkbox"/>	<input type="checkbox"/>	SEE ME			
		<input type="checkbox"/>	<input type="checkbox"/>	NOTED			

FLW Form 1416-E (Rev 1 Nov 92)

Figure E-8. Staffing Paper (CG/CMDT Command Inspection) .

LETTERHEAD STATIONERY

Office Symbol (1-201c)

MEMORANDUM FOR Commander/Director, Unit/Directorate, MANSCEN & FLW,
Fort Leonard Wood, Missouri 65473-5000

SUBJECT: Agenda - Unit/Directorate Command Inspection

1. I plan to visit your command/directorate during the organizational inspection (time), date-month-year. As a minimum, I expect a briefing on the status of your Organizational Inspection Program (OIP), and will spend about 40 minutes in your unit/directorate area (itinerary enclosed). Specific areas of discussion will be:

(These are a few examples of areas for discussion)

- a. Your personal role in the inspection of your organization.
 - b. How to integrate your program with the installation program.
 - c. How you integrate your program into your short- and long-range training plans.
2. You will have an opportunity to discuss topics that concern your command/directorate, with primary focus on areas that require my attention.
3. I look forward to a straightforward dialogue with you.

Encl

JOHN DOE
CG/Commandant Rank, USA
Commanding General/Commandant

NOTE: Specific areas of discussion will be coordinated between unit commander and CG/CMDT Aides.

Figure E-9. Sample of Directive.

<p style="text-align: center;">ITINERARY - Unit/Directorate Command Inspection</p> <p style="text-align: center;">Commander/Director Rank, Name to include CSM (for units only)</p> <p style="text-align: center;">Time and Date: (example: 1030 - 1120, 16 June 19XX)</p> <p style="text-align: center;">CG/CMDT and CSM meet with Cdr/CSM or Director at Bldg XXX</p> <p style="text-align: center;">Discuss OIP/Topic of interest</p>
--

Figure E-10. Sample Itinerary.

<p style="text-align: center;">MEMORANDUM FOR CG/CMDT Rank and Last Name</p> <p style="text-align: center;">SUBJECT: Background Information - Unit/Directorate Command Inspection</p> <p style="text-align: center;">BACKGROUND: Rank, Full Name of Commander or Director Spouse First Name:</p> <p style="text-align: center;">Time in Command: (how many months) Authorized Strength: (how many authorized) Assigned Strength: (actual number and percentage)</p> <p style="text-align: center;">TOPIC: Suggestion for discussion</p>

Figure E-11. Background/Topic Sheet.

OVERALL OIP RESULTS			
MSC/MSA: HQ 7-10		DATE: XX XXXXXX XXXX	
INSPECTED AREA	OVERALL	MAJOR FINDINGS	REINSPECTION REQUIRED /DATE
OIS	T	All areas were trained	XX XXXXXX XXXX
INTEL & SEC			
DOIM	T	All areas were trained.	
INSTALLATION SPT			
DPW	U	Finding: Unit does not have a Self-Help Program.	
BLDGS & GROUNDS		Root Cause: Unit does not know the standard. Recommendation: Start implementing a Self-Help Program.	
DCFA	T	All areas were trained.	
ALCOHOL & DRUG CONTROL			
EO	T	All areas were trained	
EO PROGRAM			

Figure E-13. Sample of Overall OIP Results. (Produced by Inspector's)

STAFFING PAPER				Control # _____				
ACTION OFFICER				COMMAND GROUP ROUTING				
NAME Rank/Last Name of Cdr/Director				1) <input type="checkbox"/>	3) <input type="checkbox"/>	5) <input type="checkbox"/>		
UNIT/ACTIVITY Unit/Directorate		OFFICE SYMBOL Unit/Directorate		2) <input type="checkbox"/>	4) <input type="checkbox"/>	6) <input type="checkbox"/>		
PHONE #	XXX-XXXX	DATE	Date submitted	TASK#:				
SUBJECT Unit Organizational Inspection Program (OIP)						SUPENSE		
<input type="checkbox"/> INFORMATION		<input checked="" type="checkbox"/> APPROVAL		<input type="checkbox"/> SIGNATURE		<input type="checkbox"/> INITIALS		
<p>1. Purpose. To provide the Commanding General/Commandant and Staff the Executive Summary (Tab B) and results of the Unit Organizational Inspection (Tab C).</p> <p>2. Recommendation: That the CG/Commandant note the memorandum at Tab A.</p> <p>3. Discussion.</p> <p style="padding-left: 20px;">a. The inspection was conducted date-month-year. The outbrief was conducted state date-month-year, location and who was present.</p> <p style="padding-left: 20px;">b. The following units/directorates/individuals are doing an outstanding job maintaining areas which exceeded the required standards:</p> <p style="padding-left: 40px;">(Example of a unit/directorate of total compliance): 3d Tng Bde- Buildings and Grounds.</p> <p style="padding-left: 40px;">(Example of an individual who recieved a total compliance in his/her area of responsibility, provided by the inspector): G-7-10 SFC Smith (Motor Pool)</p> <p style="padding-left: 20px;">c. Findings. Overall the command/directorate is doing a good job of performing to standards daily. The installation staff looked at (number) system/programs/areas that play an intergal role in mission accomplishment. Of those, (number) were trained (T), (number) were needs practice (P), (number) were untrained (U).</p> <p>4. Resource Impact: N/A</p>								
COORDINATION		CHAIN OF COMMAND APPROVAL			ACTION TAKEN			
List installation staff who inspected areas: Example: DMWR CPAC DOIM DOL		INIT	DATE					
		<input type="checkbox"/>			CONCUR			
		<input type="checkbox"/>			APPROVED			
		<input type="checkbox"/>			DISAPPROVED			
		<input type="checkbox"/>			SEE ME			
<input type="checkbox"/>			NOTED					

Figure E-14. Staffing Paper (Sample of Consolidated Report of Findings).

LETTERHEAD STATIONERY

Office Symbol (1-201c)

(Date)

MEMORANDUM FOR Chief of Staff, MANSCEN & FLW, Fort Leonard Wood, Missouri 65473-5000

SUBJECT: Unit Organizational Inspection

1. Inspection results with findings and recommendations are enclosed for your review.
2. The entire thrust of the inspection program is to ensure my command/directorate is operating to standards daily. My command/directorate does a great job providing support to this installation. However, if we are to sustain that level of accomplishment and maintain standards across the board, I must focus my attention on the following areas: (note areas that need attention).
3. My unit commanders/division chiefs will ensure compliance with the (areas that need attention, but in more detail).

Encl

Commander/Director
Signature Block

Figure E-15. Sample of Memorandum - Inspection Results .

EXECUTIVE SUMMARY

1. Findings. Overall, Unit/Directorate is doing an outstanding job of performing to standards daily. The Inspection Staff looked at **(number)** systems/programs/areas that play an integral role in mission accomplishment. Of those, **(number)** were Trained, **(number)** were Need Practice, **(number)** were Untrained, and **(number)** were Incomplete.

a. The following individuals are doing an outstanding job, maintaining areas which exceeded the required standards:

Unit/Directorate - Rank & Last Name (area of excellence)

Example:

G-7-10 - SSG Doe (Physical Security)

b. Areas showing exceptional strength that received Trained in all areas were:

Inspectors Directorate and Area

Example:

OIS - Security & Intelligence

2. Areas of concern requiring my attention are:

Example:

a. General Leonard Wood Army Community Hospital (GLWACH)

- Finding: The unit did not have an HIV monitoring program established. NOTE: (Inspectors write finding)

- Root Cause: Inspected unit was unaware of how to comply with the regulation. NOTE: (Inspectors write root cause)

- Recommendation: NOTE: (Inspectors write recommendation)

Figure E-16. Sample of an Executive Summary.

RESULTS OF THE UNIT (OIP)

The following is an example to provide the final results to the Commanding General/Commandant:

<u>DIRECTORATES</u>	<u>SUBJECT AREA</u>	<u>RATING</u>
MPO	PERSONNEL ACTIONS	
	Family Care Plan	T
	Awards	P
	Sponsorship	U
OIS	INTELLIGENCE & SECURITY	
	Security Administration	U
	Security Education	T
	Personnel Security	P

T - Trained

P - Needs Practice

U - Untrained

I - Incomplete

Figure E-17. Sample OIP Results.

Glossary

AAR after action review	DOT Directorate of Training
AG Adjutant General	DPTM Directorate of Plans, Training and Mobilization
AR Army regulation	DPW Directorate of Public Works
ARTEP Army Training and Evaluation Program	DRM Directorate of Resource Management
AWOL absent without leave	EOP Equal Opportunity Program
BCO Book Control Officer	ESO Executive Services Office
BOQ bachelor officer quarters	FCP Family Care Plan
Cdr commander	FLW Fort Leonard Wood
CFR Code of Federal regulations	FM field manual
CG commanding general	FORSCOM United States Army Forces Command
CI command inspection	GC Garrison Command
Cmdt Commandant	GLWACH General Leonard Wood Army Community Hospital
CO2 consideration of others	HAZCOM hazardous communication
CofS Chief of Staff	HIV Human Immunodeficiency Virus
CPAC Civilian Personnel Advisory Center	IAW in accordance with
CSDP Command Supply Discipline Program	IDS Intrusion Detection System
CSM command sergeant major	IG Inspector General
DA Department of the Army	IPR in-process review
DCD Directorate of Combat Development	IR Internal Review
DFR dropped from the rolls	LEC Law Enforcement Command
DMWR Directorate of Morale, Welfare and Recreation	MANSCEN United States Army Maneuver Support Center
DOC Directorate of Contracting	MARKS Modern Army Recordkeeping System
DOIM Directorate of Information Management	MCCO Meal Card Control Officer
DOL Directorate of Logistics	MCVO Meal Card Verification Officer

METL
mission essential task list

MILPO
Military Personnel Office

MISC
miscellaneous

MP
Military Police

MRE
meals, ready to eat

MSA
Major Subordinate Activity

MSC
Major Subordinate Command

MSO
MANSCEN Safety Office

MWR
morale, welfare and recreation

NATO
North Atlantic Treaty Organization

NBC
nuclear, biological, chemical

NCO
noncommissioned officer

NCOA
Noncommissioned Officer's Academy

NCOER
noncommissioned officer evaluation report

NLT
not later than

NTV
non-tactical vehicles

OER
Officer Evaluation Report

OIP
Organization Inspection Program

OIS
Office of Intelligence and Security

OR
operational readiness

PAO
Public Affairs Office

PBO
property book officer

PLL
prescribed load list

POC
point of contact

POL
petroleum, oils, and lubricants

QTB
quarterly training brief

SI
staff inspection

SIDPERS
Standard Installation/Division Personnel System

SJA
Staff Judge Advocate

SOP
Standing operating procedures

TB Med
technical bulletin medical

TM
technical manual

TMDE
test, measurement and diagnostic equipment

TMP
Transportation Motor Pool

TS
top secret

UADC
Unit Alcohol and Drug Coordinator

ULLS
Unit Level Logistics System

US
United States

USACMLS
United States Army Chemical School

USAES
United States Army Engineer School

USAMPS
United States Army Military Police School

USAR
United States Army Reserve

WBGT
Wet Bulb Globe Thermometer

XO
Executive Officer